



The Az POST **Newsletter**

Arizona Peace Officer Standards and Training Board

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New training academy program to begin at Chandler-Gilbert Community College

If you were retired, what would it take to bring you out of retirement? In 2005, Commander Richard Kush retired from Tempe PD after 30 years of exceptional service. He took time off, traveled and took time to enjoy family, fish, relax and fish some more. Then came a call from Mr. William Crawford, Dean of Career and Technical Education at Chandler-Gilbert Community College. Mr. Crawford asked for Mr. Kush to think about helping him put together a new law enforcement training academy.

After initially agreeing to work as a consultant along with other law enforcement professionals in developing the future academy, Rich began to really enjoy this challenge. He soon realized that he actually missed the training academy environment and decided to accept the job of director for the new Chandler-Gilbert

Community College Law Enforcement Training Academy (CGCCLETA).

As all academy directors know, it's the instructors who make or break an academy program. To ensure that every instructor knew their importance, Director Kush held meetings with each of them. They were given academy Rules and Regulations, POST Model lesson plans, and Performance Objectives. Director Kush's success as Academy Commander at ALEA led him to base his philosophy for CGCCLETA on the proven formula of high accountability, strict discipline and a structured environment. Director Kush states that, "It's very simple, the instructors teach the PO's, and the students will have no problems passing POST's final exam". He further stated "We must provide the cadets with the opportunity to

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Arizona Regional Community Policing Institute staff to change with departure

Henry David Thoreau once said, "Things do not change; we change". The staff at the Arizona Regional Community Policing Institute will soon be changing with the departure of Mark Yoshimura in September. Mark will be retiring from the Phoenix Police Department after 30 years of service to become part of the faculty at Mesa Community College in their Administration of Justice Program. Mark came on board as the Training and Technical Assistance Coordinator for the Institute in 2001 and has been involved in providing or facilitating the delivery of law enforcement classes on Ethics & Integrity, Volunteers in Police Service, Community Engagement & Partnerships, and other topics. He also has completed

Intergenerational Dialogues and Town Halls throughout Arizona in order for communities to communicate better with their law enforcement agency.

Although the Institute will miss Mark's services, it in itself will not change, and will continue to offer training topics such as Domestic Violence, Core Community Based Policing, DNA, Human Trafficking, Anti-Terrorism, and other topics as they develop through the Department of Justice.

One of the new offerings of the AZRCPI, through Executive Director Rod Covey, involves the Leadership in Police Organizations (LPO) Training Program, which is a dynamic effort and catalyst for

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Meet your Arizona POST Board



Wendy Larsen

The Newsletter would like to introduce POST's newest Board member, Wendy Larsen. Wendy was appointed by Governor Janet Napolitano on April 28, 2006 to replace Lisa Flores, who was required to vacate the "public member" Board seat due to her recent ap-

pointment to a superior court judge position.

A native of Ohio, Wendy moved to Arizona in 1975 to attend ASU. She received a degree in education and taught in Arizona and Alaska.

Wendy is managing partner in Creative Leadership Partners. She trains and coaches individuals and groups on the characteristics of High Performance Leadership, Managing Change, Creating Effective Organizational Culture, Building Trust, Effective Communication, Collaborative Decision Marketing and Effective Customer Service. She also creates, administers and analyses organizational assessments. She serves on the Civil Service Board for the City of Phoenix, the Pension Board for the police and fire departments, as well as serving on the POST Board.

When Wendy is not working or serving on the boards she sits on, she enjoys racing sailboats, swimming, reading and quilting. She also has two daughters, Beth and Stephanie.

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A message from Executive Director Tom Hammarstrom

"Community Oriented Posting"

During the past several decades Arizona law enforcement agencies have internalized the concepts of community oriented policing (COP). Considerable benefit has flowed from COP, not the least being an improved relationship between Arizona's citizens and the officers who serve them. As you know, this relationship is based for the most part on trust – the product that POST is in business to produce.

As we have gone about the work of setting and enforcing standards that create public trust, the Board has relied heavily on input from the Arizona law enforcement community. While our rule making is open to public comment and review, we have only gone directly to the community for input on two occasions. First in 1993 when we surveyed public opinion on the issue of drug use by peace officer applicants, and again in 1996 when the Regional Community Policing Institute conducted a series of town hall meetings.

Our job is to ensure public trust and confidence in law enforcement. We can best learn exactly what that trust consists of by asking the people who provide it. Consequently, I have been in discussion with representatives of Arizona State University's Morrison Institute to discuss ways to get a better handle on exactly what the citizens of Arizona expect from the officers who protect them. Mr. William Hart of the institute is working on an effective survey method for the Board's review and approval. It is my hope that we will learn that our standards are in line with public expectations. If not, we will have a sound basis for improvement - let's call it community oriented POSTing.

— **Funding still available** — **Rural firearm range improvements**

The AZ POST Board has awarded more than \$350,000 in Rural Range Firearm Improvements to 15 different sites in rural Arizona since July 2005.

The improvements have included: site excavations, road improvements, security fencing, shooting lanes, sidewalks, turning target systems, portable turning target systems, generators, air compressors, electricity, lighting, ramadas, storage systems, and repairs of existing equipment.

The intent of the grants is to improve or enhance firearms training in the rural areas of Arizona. The requests are considered using the following prioritized guidelines:

- History of Effective Partnerships (shared facilities, resources, etc.)
- Safety
- Effectiveness
- Comfort
- Articulated problem or need

It is important that the improvements or enhancements are related to the annual firearm qualifications as required by AZ POST Rule in AZ Administrative Code R13-4-111.C.1.

Interested agencies should identify what improvements or enhancements are needed in order to create a better training environment for law enforcement personnel in their area.

Agencies are to follow their own agency procurement rules as required for purchases. Grants up to \$30,000 can be awarded for each location based upon approved requests. Agencies in the counties of Maricopa and Pima are now eligible for these grants.

Please contact one of the following staff members for further information regarding the grants.

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**Arizona Peace Officer
Standards & Training
Board**



Introducing staff member Sandy Sierra

In February of 2006, we welcomed DPS Administrative Services Officer Sandy Sierra to the Board's staff. Sandy has been a member of DPS since 1991, serving as an Administrative Secretary in both Show Low and Phoenix before being assigned to the Arizona Law Enforcement Merit System Council as an Administrative Services Officer



Sandy Sierra

in 1996. Prior to employment with DPS, Sandy served for five years as an Administrative Secretary with the Arizona Department of Corrections. Her twenty years of experience in law enforcement and correc-

tions has provided her with an excellent grasp of the issues related to both peace officers and correctional officers.

Sandy grew up as one of five children in the Southeastern Arizona farming community of Elfrida. There sometimes isn't much for young people to do in a small town, but Sandy found her niche as an athlete. She attended Valley Union High School where she lettered in four sports; basketball, softball, volleyball, and track. When Sandy is not hard at work at POST she stays busy with family activities involving her two daughters, and two granddaughters. She also finds time to decorate, redecorate, and redecorate her new home.

Sandy's duties at POST include responsibility for all administrative activities related to the Board's meetings, agenda, and minutes, as well as a host of other tasks such as editor of the Newsletter. She brings a great set of skills and experience to POST, and we are very happy to welcome her aboard.



Domestic Violence Instructor Training Program a success

In top photo, Phoenix Mayor Phil Gordon (far right) speaks to those attending a 36-hour Domestic Violence Instructor Training Program held at AZ POST in February. The Federal Law Enforcement Training Center (FLETC) provided this training which was sponsored by AZ POST and the Arizona Regional Community Policing Institute. FLETC is committed to continued domestic violence education across the nation. The class was comprised of trainers from various law enforcement agencies, prosecutors and advocates. Also present during the training were managers from FLETC, Office of Violence Against Women and the Department of Homeland Security. Phoenix Mayor Phil Gordon stopped by and thanked all those in attendance for their commitment to this very important topic. Gordon also visited with AZ POST Executive Director Tom Hammarstrom (bottom photo).



Changing Staff ...

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organizational effectiveness in law enforcement. Initially referred to as the West Point Leadership Program, it originates from the International Association of Chiefs of Police (IACP) and is based on the principle of "Dispersed Leadership", which essentially states that every member of an organization can be a leader. LPO focuses on leadership specific to the police environment and is offered over four one-week sessions. Each week covers one of four leadership levels:

Week 1: The Individual System explores the concepts of personal motivation and the individual's thought process.

Week 2: The Group System applies lessons from week 1 and adds concepts of group formation and processes, as well as looking at specific leadership skills.

Week 3: The Leadership System involves the use of a multi-rater feedback system for the purpose of enhancing personal leadership skills.

Week 4: The Organizational System deals with culture and ethics in the organization providing students the opportunity to appreciate their own organizational environment.

The first class, which is meant for administrators at the rank of Lieutenant or above, will start in Phoenix on September 25 with each of the four weeks presented every other month. A second class will commence in Flagstaff in January or February of 2007.

The LPO Program will have tremendous impact on the progression of Arizona law enforcement agencies. It is hoped that within the next three years, a minimum of 100 command level officers will have been trained in this philosophy. In addition, a shortened version of the LPO Program is planned for Sergeants, Corporals, Field Training Officers, and civilian law enforcement staff.

The Arizona Regional Community Policing Institute is proud to facilitate this process of personal learning and growth to attendees of the LOP Program.

Academy Program ...

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succeed physically and academically."

There are currently 10 cadets; 7 agency sponsored and 3 open enrollment students. The "extended format academy" which meets every Tuesday, Thursday, and Saturday began March 18, 2006 and will graduate January 26, 2007, after 724 hours of academy training. Director Kush has already received inquiries from other agencies interested in hiring future graduates. The next academy will begin August, 2006.



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